ucisa Enterprise Architecture Community of Practice 2020 Survey Results

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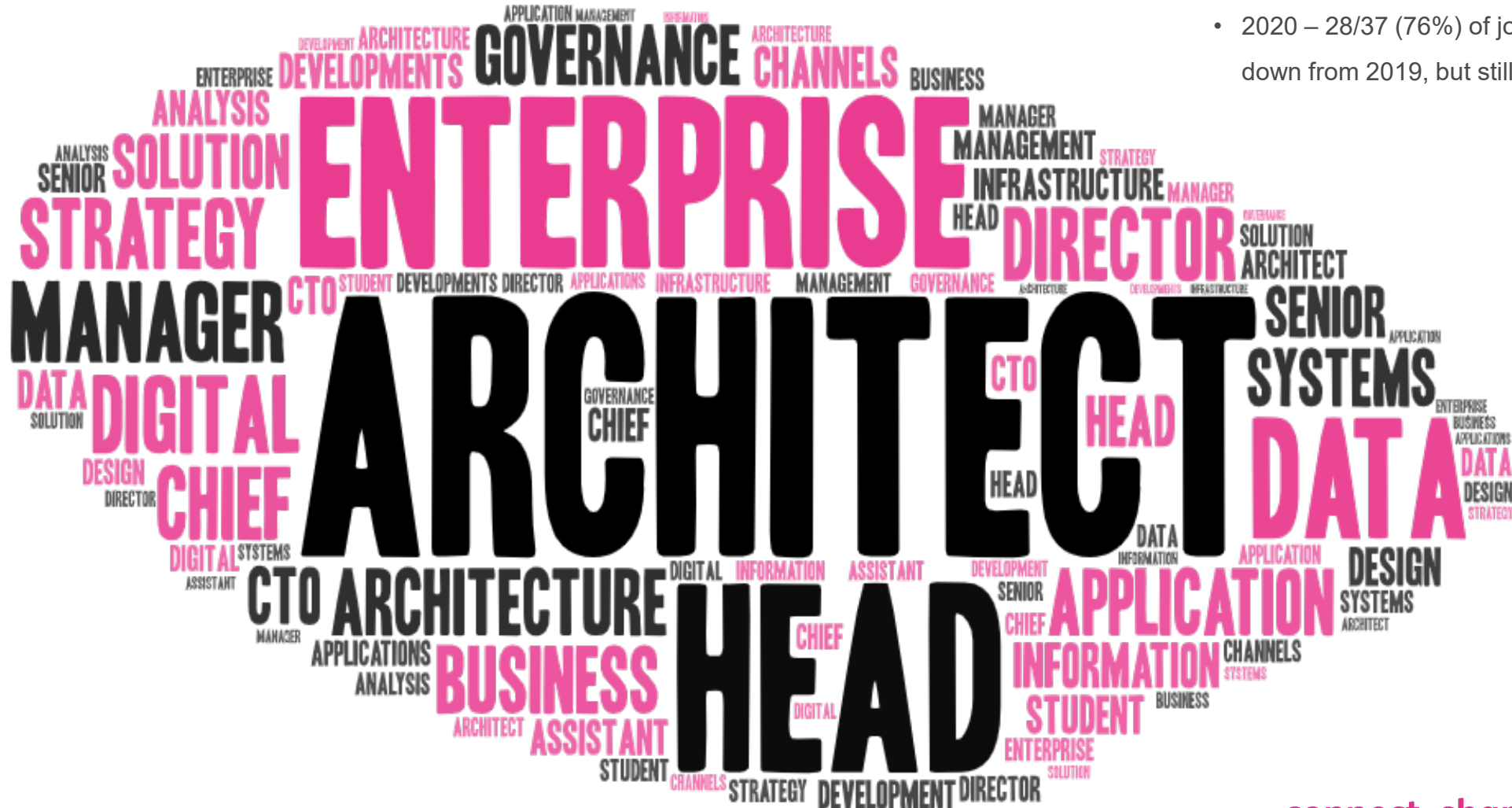
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ucisa

What institution are you from?

- 37 responses from 32 unique institutions
- Last survey (2019) had 38 responses

The University Of Sheffield.

DE MONTFORT UNIVERSITY LEICESTER

Leeds Trinity University

Sheffield Hallam University

University of Hertfordshire UH

UNIVERSITY OF WESTMINSTER

UNIVERSITY OF EXETER

London Business School

University of South Wales

UNIVERSITY OF BATH

THE UNIVERSITY of EDINBURGH

Ravensbourne University London

CITY UNIVERSITY LONDON

UNIVERSITY OF OXFORD

UNIVERSITY OF PLYMOUTH

ROYAL HOLLOWAY UNIVERSITY OF LONDON

Coventry University

UNIVERSITY OF LIMERICK OLLSCOIL LUIMNIGH

US UNIVERSITY OF SUSSEX

LSE THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

Middlesex University London

NOTTINGHAM TRENT UNIVERSITY

UNIVERSITY OF LEICESTER

BIRMINGHAM CITY University

UNIVERSITY OF BIRMINGHAM

ual: university of the arts london

UNIVERSITY OF PORTSMOUTH

Southampton SOLENT University

UNIVERSITY OF LEEDS

UWE Bristol University of the West of England

UNIVERSITY OF LINCOLN

Newcastle University

UCD DUBLIN University College Dublin

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What is your job title?

Mainly IT related jobs, very few business-related titles.

- 2019 - 30/38 (79%) of job titles contain the word 'architect', slightly up from 72% in 2016

- 2020 – 28/37 (76%) of job titles contain the word 'architect' down from 2019, but still very similar proportion

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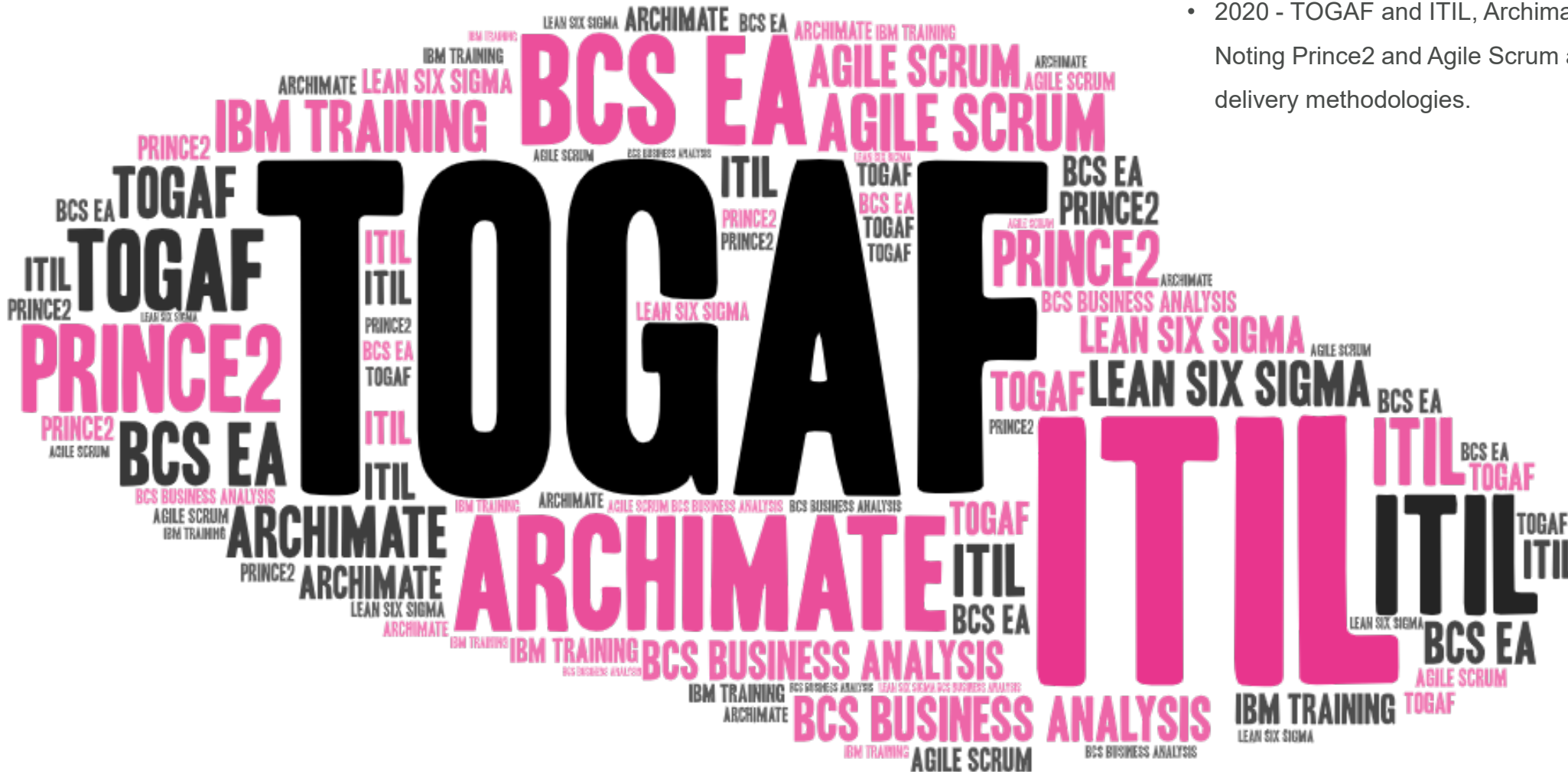
What is your job title?

2016 results almost entirely based in IT department, not clear that this has changed.

Perhaps next year explicitly ask whether architecture is based within or independent of IT department]

2020 – This confirms the assumption that EA is based predominantly in an IT department

1	1	1	1	33
I don't know	Information Services	Not really embedded formally	We don't have a formal architecture function	Yes

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Have you received any of the following training?

TOGAF, BCS, Archimate, IT4IT, ITIL, Other

- 2020 - TOGAF and ITIL, Archimate are the main ones. Noting Prince2 and Agile Scrum as project governance and delivery methodologies.
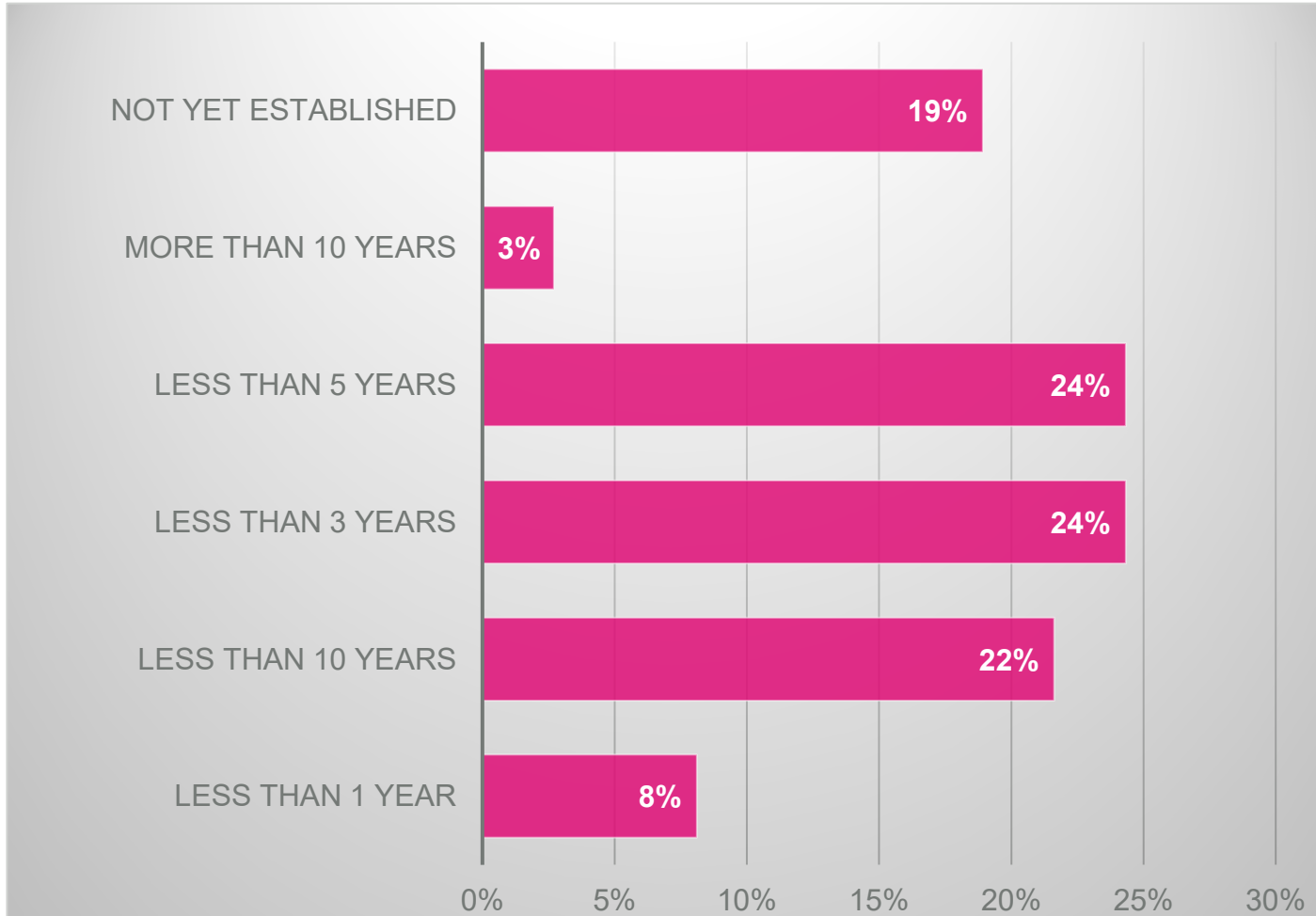
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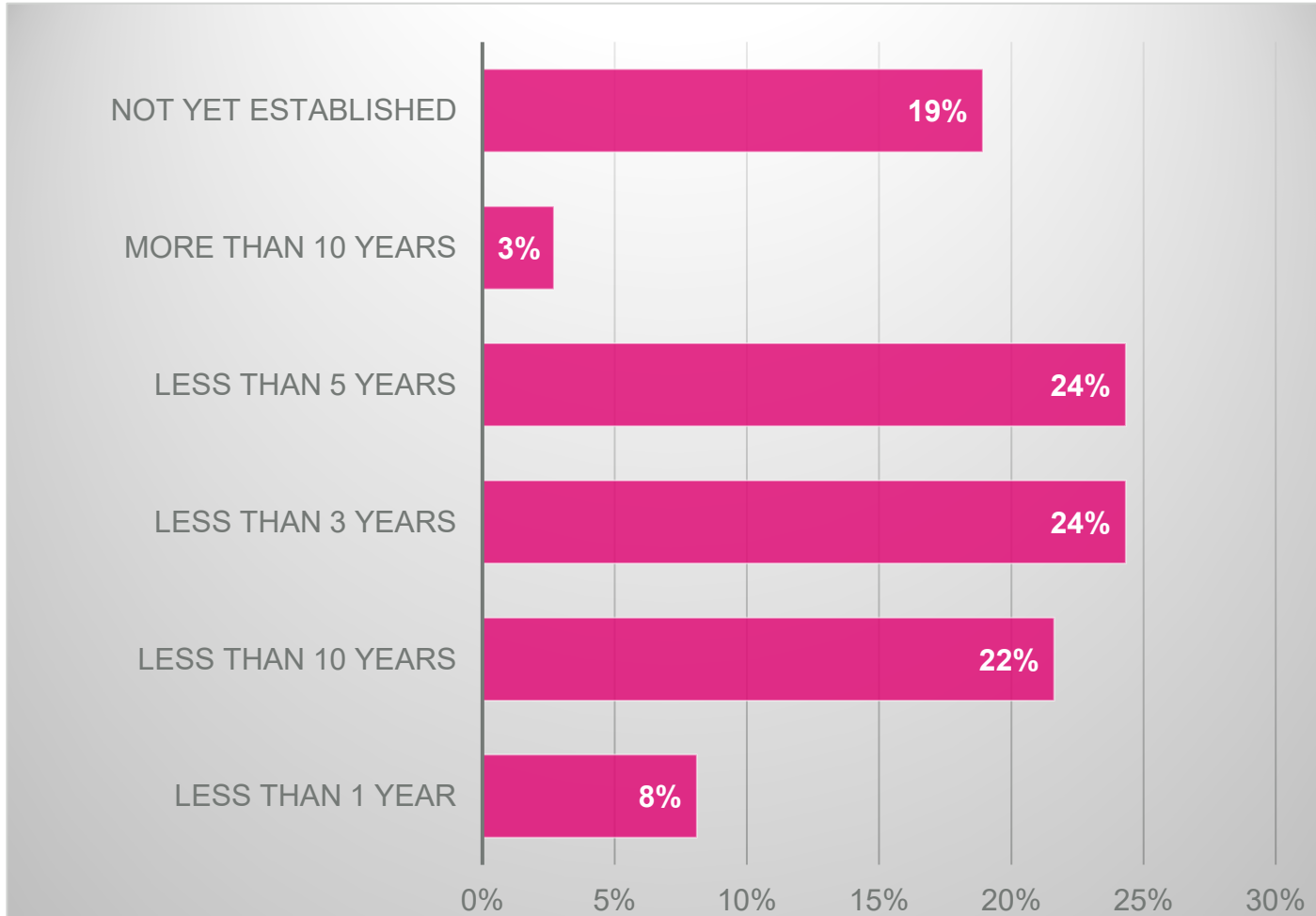
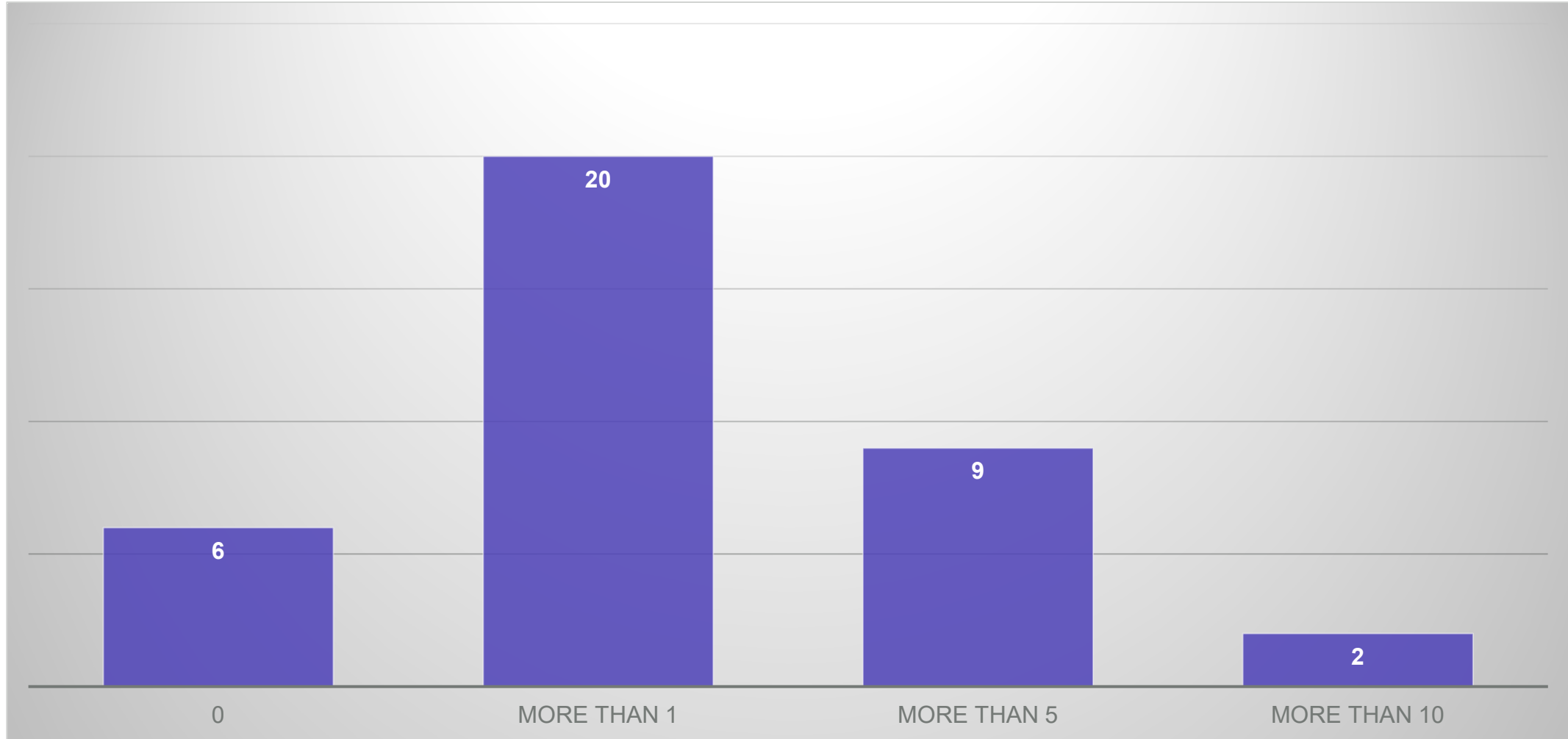# How long has architecture been established in your institution?
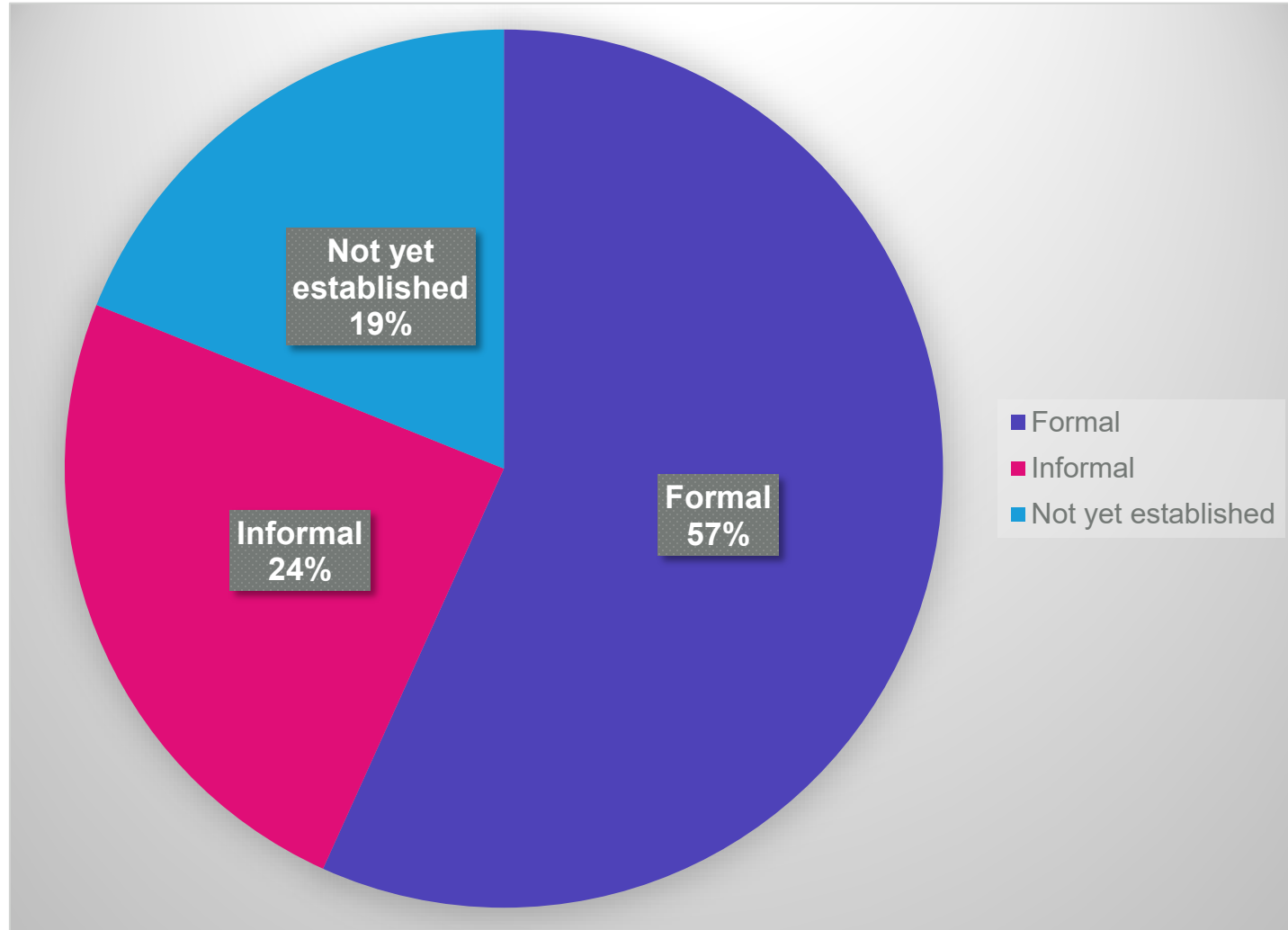

Results in 2016
- Not yet established 22.2%
- Less than 1 year 27.8%
- 1-3 years 33.3%
- 3-5 years 16.7%
- >5 years 0

In 2020, the results coincide with the view we had back in 2016. 4/5 years on, we have a bigger proportion in the less than 10 year and less than 5 years section. Noting that the less than 3 years is equal to the less than 5 years.

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How many people work in an architectural role or function?

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Do you have an architecture governance established?

Pie chart:
- Formal 57%
- Informal 24%
- Not yet established 19%

Legend:
- Formal
- Informal
- Not yet established

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Technical Design Authority

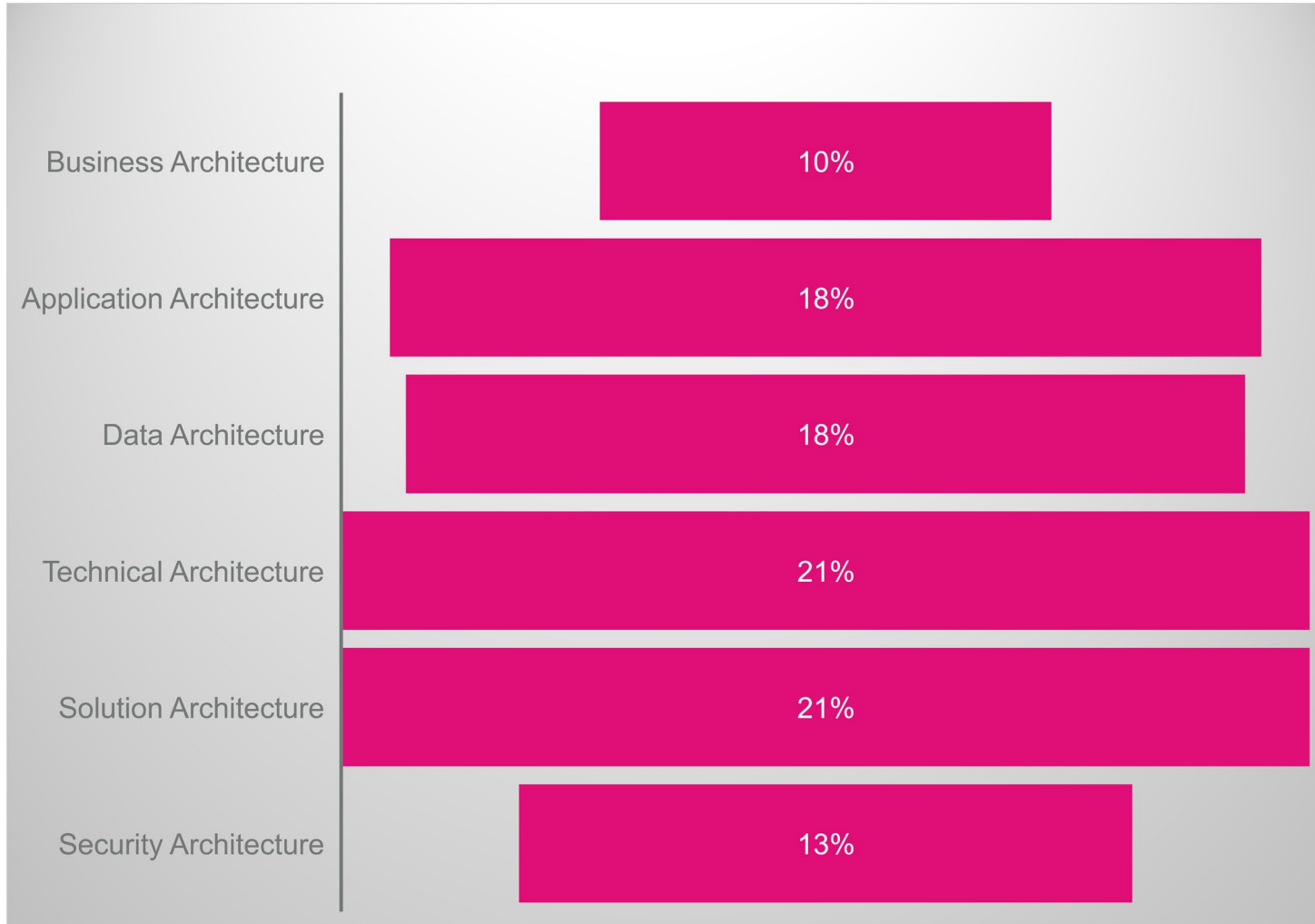Solution Design Authority

Architecture Board / Architecture Review Board

Design Surgery

Technical Impact Assessment

Links with Change Process, Procurement Process, Architecture Principles, Standards, Non-Functional Requirements list

Risk Assessments

What domains are covered by the Architecture function?

Domain	Percentage
Business Architecture	10%
Application Architecture	18%
Data Architecture	18%
Technical Architecture	21%
Solution Architecture	21%
Security Architecture	13%

It is worth noting here that predominantly EA is focusing on the more technical aspects of the architecture.

Only 10% of institutions are covering the Business Architecture domain.

This is very much in line with last year's survey

74% of respondent indicated some formal training or qualification
Some responses included multiple training / qualifications

The other category includes:
- IT4IT
- the usual Project Management, LEAN, Scrum, ITIL etc things
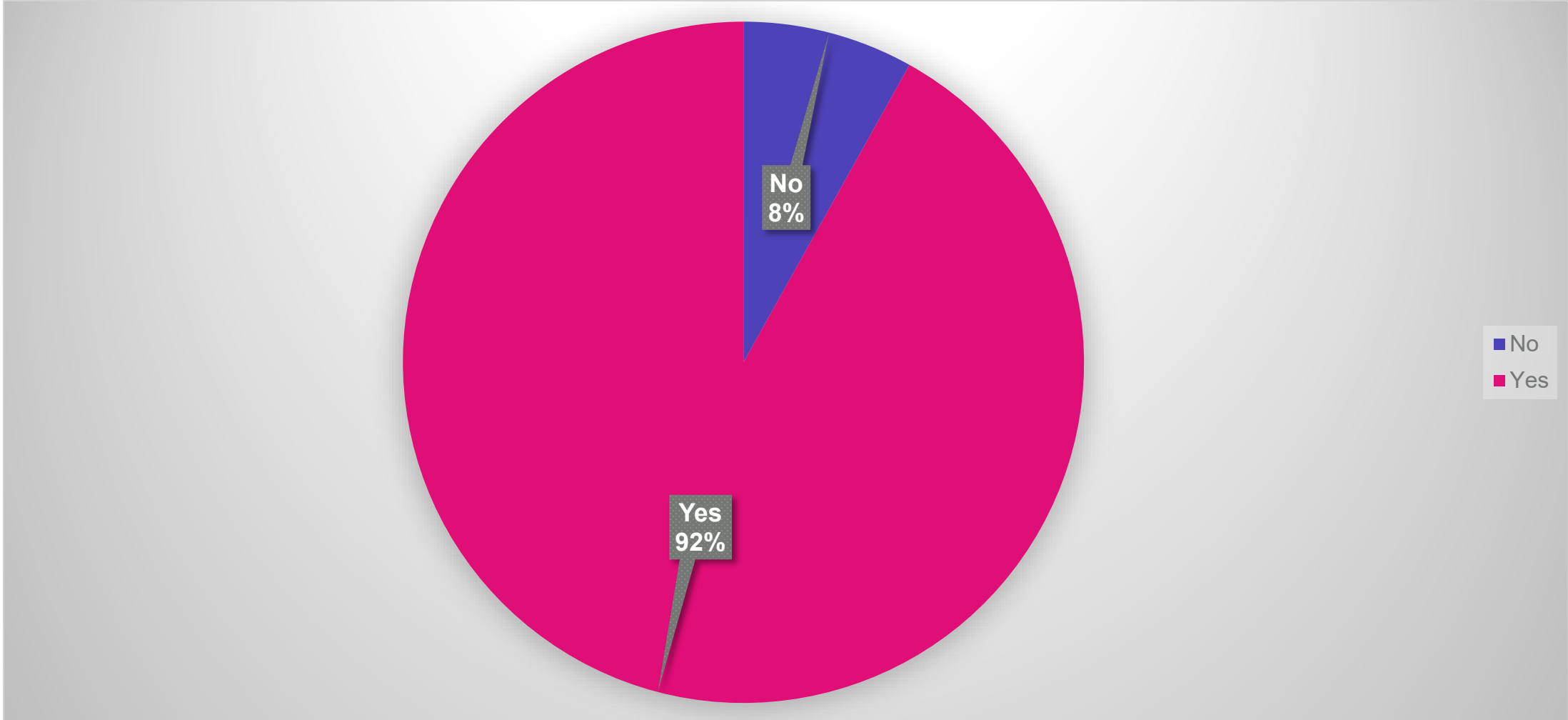
British Computer Society (BCS) responses:
- BCS Practitioner Certificate in Enterprise and Solution Architecture
- BCS EA course
- BCS Intermediate Certificate in Enterprise and Solutions Architecture (ICESA)
- BCS Business Architecture
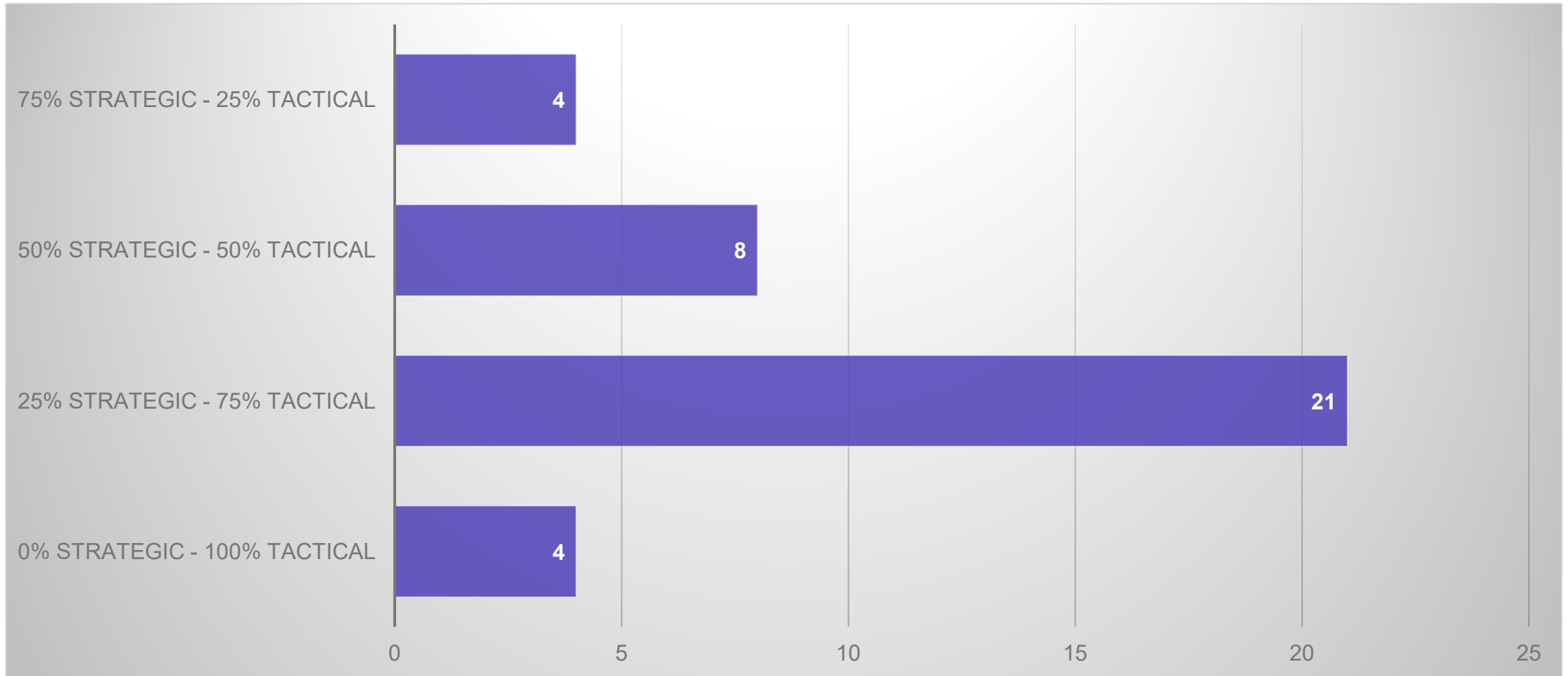- BCS

Do you assist with strategic initiatives?

2020 – Again this is almost identical as last year's survey

No 3%

Yes 97%

■ No
■ Yes

No 38%

Yes 62%

■ No
■ Yes

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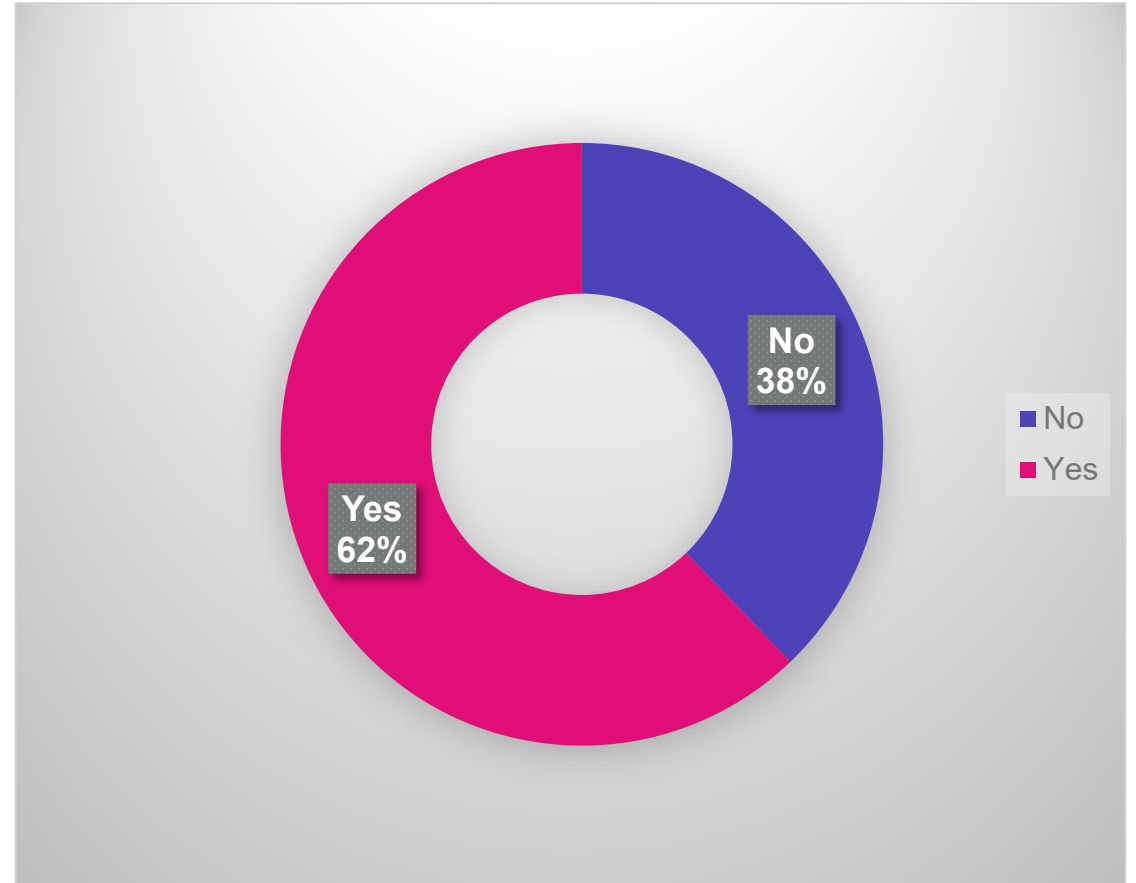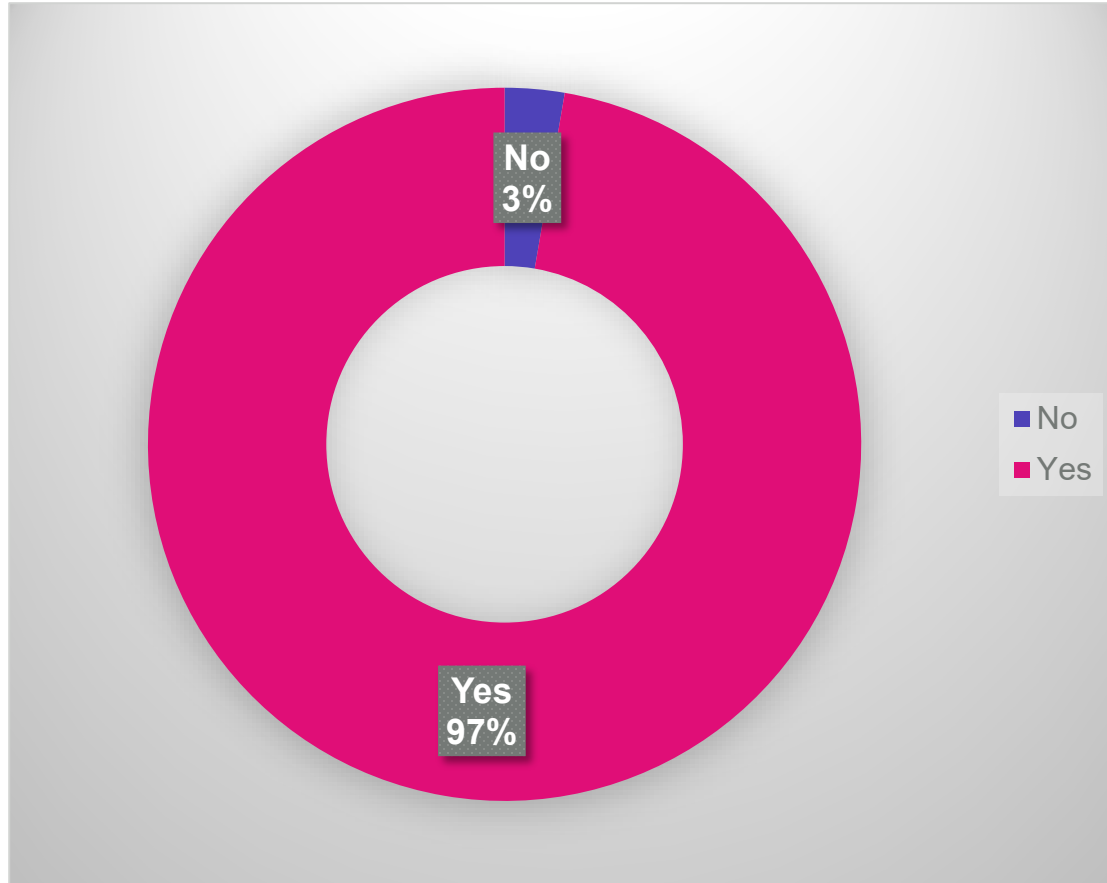
In the last year, have you seen the focus moving to more tactical initiatives in the light of the challenges brought from Covid-19?

No
8%

Yes
92%

- No
- Yes

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What was the rough split between Strategic and Tactical?

Category	Value
75% STRATEGIC - 25% TACTICAL	4
50% STRATEGIC - 50% TACTICAL	8
25% STRATEGIC - 75% TACTICAL	21
0% STRATEGIC - 100% TACTICAL	4

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What would you say have been the biggest challenges for your team this year?

Not enough resources

Amount of technical debt and legacy technology

Lack of alignment between business and technical. No or little Business Architecture function.

The purpose of EA is not well understood within the institution. Value of EA not understood.

EA plays little or no role in strategic planning at an institutional level. We are seen as IT.

Lack of EA maturity in the HE sector

Tension between enterprise view and delivery of projects. EA may be seen as a blacker rather than an enabler.

Lack of senior management support

Not enough of a strategic vision or planning within the institution itself.

Keeping EA information up-to-date and expanding it is an ongoing battle.

No mandate for EA outside of IT

Too much involvement in project and solution architecture rather than strategic EA

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Do you use reference models (Capability, Data or other)?

Increase in technical debt due to tactical solution implemented during Covid-19 pandemic

Reduction of budget

Remote working and virtual collaboration

Missing the corridor/coffee conversation

Difficult to keep up with the pace of change in response to Covid-19

Lack of clear priorities. Conflict between tactical and strategic work

Proving and demonstrating the value of an architecture team

Fast move to hybrid teaching environments

Adapt strategic roadmaps to incorporate in-flight activity due the pace of change

Limiting risks and security risks specifically and keep up with the pace of change

Keeping a team spirit

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Have you mapped capabilities or data concepts to elements within your organisation?
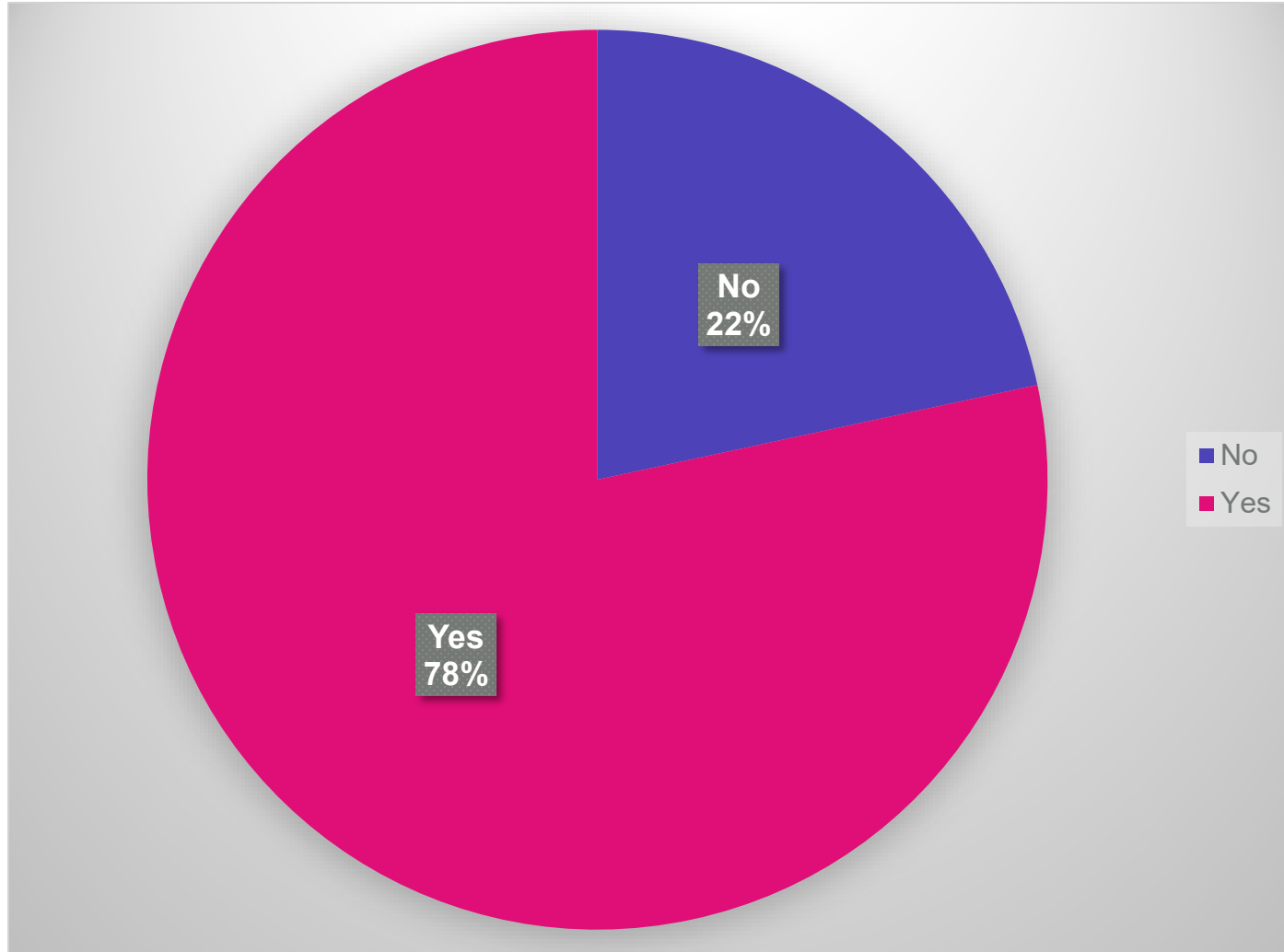
- ucisaCapability Model
- CAUDIT Business and Data Reference Models
- Models of strategy, business anchor model and business service model aligned with ucisa, application architecture and IT4IT value models to describe standard operating procedures
- Adapted CAUDIT model

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Do you have an architecture governance established?

- Mapped to Student Records Systems and related systems
- Capability model mapped to a business anchor map and a business service map
- Key change programmes/projects to see impact on people, process and technology
- Capability maturity mapping
- Mapped to systems and functions
- Applications mapped to capabilities. Information assets mapped to data categories
- Map data entities to services to service owners
- API and integrations. Information and Data Governance
- Risk heatmap of technology to capabilities
- Capabilities mapped to University strategy

Yes
57%

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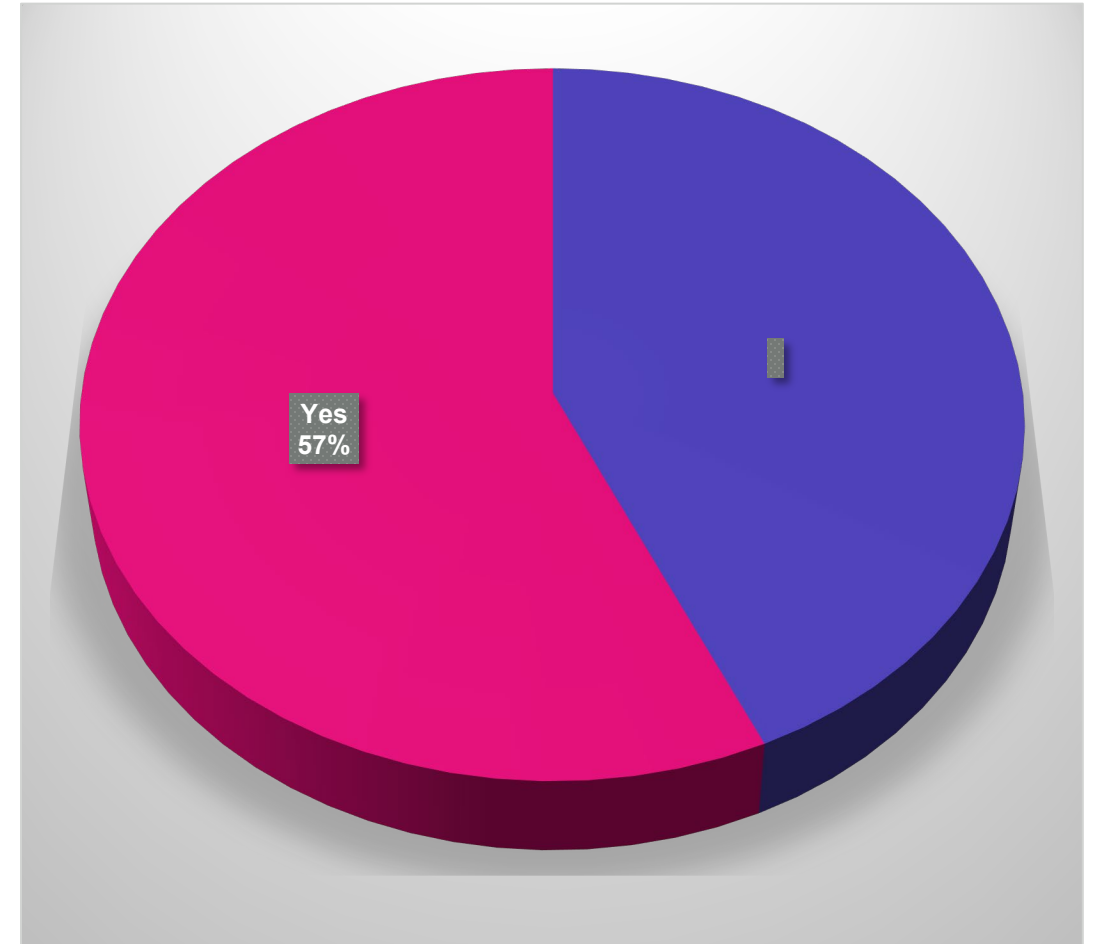
Do you see any benefits in using a global set of models for HE (consistency, maintainability, common language etc...)?

- Would rather use models derived from other more mature sectors.

- Would make collaboration easier between institutions globally

- May drive adoption across Universities globally

- Consistency benefits

- Common language, common way of describing what we do

- Enable maturity assessments of institutions globally using a consistent way of describing what universities do

- Enable better communication between institutions

- Danger of concentrating on abstract models

- Saves re-inventing the wheel and use global standards and models

- Benefits for vendors selling and deploying products to HE

- Expand best practice

- Elements of current and target states may be common

- Mapping to educational products

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What would you most like to see from the ucisa EA CoP?

- Share ideas, experience, case studies

- Common integration toolkit for HE systems

- More open mic sessions

- More showcasing of practical examples where EA has added value

- Harmonisation of UCISA and CAUDIT reference models

- Sharing of documents, processes and other artefacts

- Work on a sector wide canonical data model

- CAKE!

- Share experience in solving particular problems

- Organise a conference?

- List of common standards for business, data, applications, integrations and infrastructure -> EA Toolkit (Principles, standards, frameworks, models, Portfolio management dashboards, etc…).

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Some key findings

- Architecture is still growing in the sector and it is gaining a wider footprint

- Architecture is still predominantly based in IT

- 57% of institutions have established their EA function in the last 5 years and 19% have no formal EA function in place.

- Over 60% of respondents have some involvement in University level strategic initiatives

- TOGAF is the most common training or qualification, followed closely by ITIL and Archimate

- Unsurprisingly, during 2020, the focus has been on more tactical initiative (over 80% of institutions) and little on effort on strategic ones.

- 78% of respondents are using a reference model, CAUDIT and/or UCISA

- Over 55% have mapped capabilities and data concepts to elements within their organisation

- Respondents most value **shared experience**, **case studies** and **best practice** from the CoP